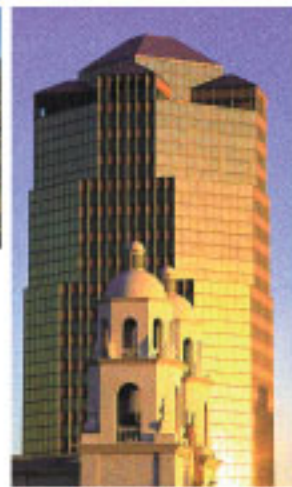


CITY OF  
**TUCSON**

One Community, One Future



**Downtown  
Growth  
Neighborhoods  
Economic Development  
Good Government  
Transportation**

**CITY STRATEGIC PLAN**  
FY 2003 YEAR - END REVIEW



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## LETTER FROM THE CITY MANAGER

### Fiscal Year 2003 was a challenging year for our City.

To overcome a \$43 million deficit for the 2004 Fiscal Year, we were forced to reduce or eliminate a number of City services and decrease our workforce. Every choice to balance the budget required painful and difficult decisions—service reductions, staff reductions, fee and tax increases, and pay freezes. Last fiscal year was consumed with tremendous labor and outreach to solve our budget problems. Today, in hindsight, it is easy to second-guess some decisions—outside the reality and context of our dire financial situation. Nonetheless, the next budget year ahead will again be very difficult and will require real choices and action. Yet even in the face of these fiscal challenges we have continued to make progress on our long-term goals to improve our community. We have made some short term adjustments we would have preferred not making, but even those choices were guided by a wish to keep important programs afloat. In the end, our attention has extended beyond the moment and included the future, with priority focused on the Council's strategic agenda.

In this first City Strategic Plan Year-End Review we document how the Mayor and Council, in partnership with City staff and the community, have begun to create a vision and action plan to improve Tucson for all people.

During this past year we have remained committed to delivering essential core services provided by Police, Fire, Parks & Recreation, Libraries, Transportation, Water, and Environmental Services. In this report you will see how equally committed we have been to making a difference in our community by keeping our neighborhoods clean, planning for growth and opening up government and access to services via the Internet.

This last year, we also made significant progress on our big dream we call Rio Nuevo.

In July, a feasibility study was completed that told us we are on the right track for our signature project at Rio Nuevo – the \$72 million University of Arizona Science Center, one of the most ambitious projects in the history of Tucson. The Arizona Board of Regents unanimously approved the project at their meeting in September.

While groundbreaking for the Science Center is a few years away, many other projects are coming to fruition because of preparation work that was done in the last year. The Fox Theater is expected to open in 2004. We will complete the renovation of the Historic Downtown Depot this year. The old City Hall Annex will be demolished to make way for a much-needed almost 600 space downtown parking garage. And many housing developments are in the works that will result in people moving to live Downtown over the next several years.

Many of the projects we initiated in Fiscal Year 2003 will continue into this year and beyond. Other new strategies and projects will be initiated as we strive to create a community with a vibrant downtown, clean and safe neighborhoods with a concern for people, a safe and efficient transportation system, a strong economy and balanced growth, provided by an efficient and highly effective City government.

We have made progress this year in meeting many community needs. As you review the strategic plan report card you will see how much has been accomplished and how hard you and city staff have been working to position the city for a better future. At the same time, the majority of city resources and effort don't go directly to these strategic priorities but just go to run a city day-to-day. Police patrol, emergency response, helping kids learn to read, recreation for kids and seniors and the disabled, trash pick-up, etc. are the stuff of the city budget and where most of our time is spent. Even through difficult times, I believe we have struck the right balance. We have made decisions to preserve programs that matter and still plan for the future in a determined fashion that gives us the chance to make Tucson a livable city for everybody.



James Keene  
City Manager

## The General Plan

- Growth Area and Population
  - Land Use
- Circulation (Transportation)
- Community Character and Design
  - Cultural Heritage
- Conservation, Rehabilitation, and Redevelopment
  - Safety
- Water Resources
  - Housing
- Parks, Recreation, Open Space and Trails
- Public Buildings, Services and Facilities
  - Cost of Development
  - Economic Development
- Environmental Planning and Conservation

### Capital Improvement Program

### Neighborhood and Area Plans

### Service Plans

## Select Focus Areas

Transportation

Downtown

Growth

Neighborhoods

Economic Development

Good Government

## Budget Process

## Focus Area Projects FY2003 (partial list)

- Update Design Guidelines
- PAG 2030
- Save Our Streets

- Rio Nuevo
- Stimulation of Private Investment
- Mixed-Use Housing
- Historic Depot

- Cost of Development/ Impact Fees
- Annexation
- Houghton Corridor Planning
- Development Services Improvement

- SABER
- Tucson Recycles
- COPLINK
- Targeted Operations Planning (TOP)

- Empowerment Zone
- Puerto Nuevo
- Workforce Development
- Business LINC

- Enhanced Customer Service
- Communication Plan
- Fee / Revenue Diversity
- OPIS

## Track Accomplishments/Communicate Results